LPAC Presentation

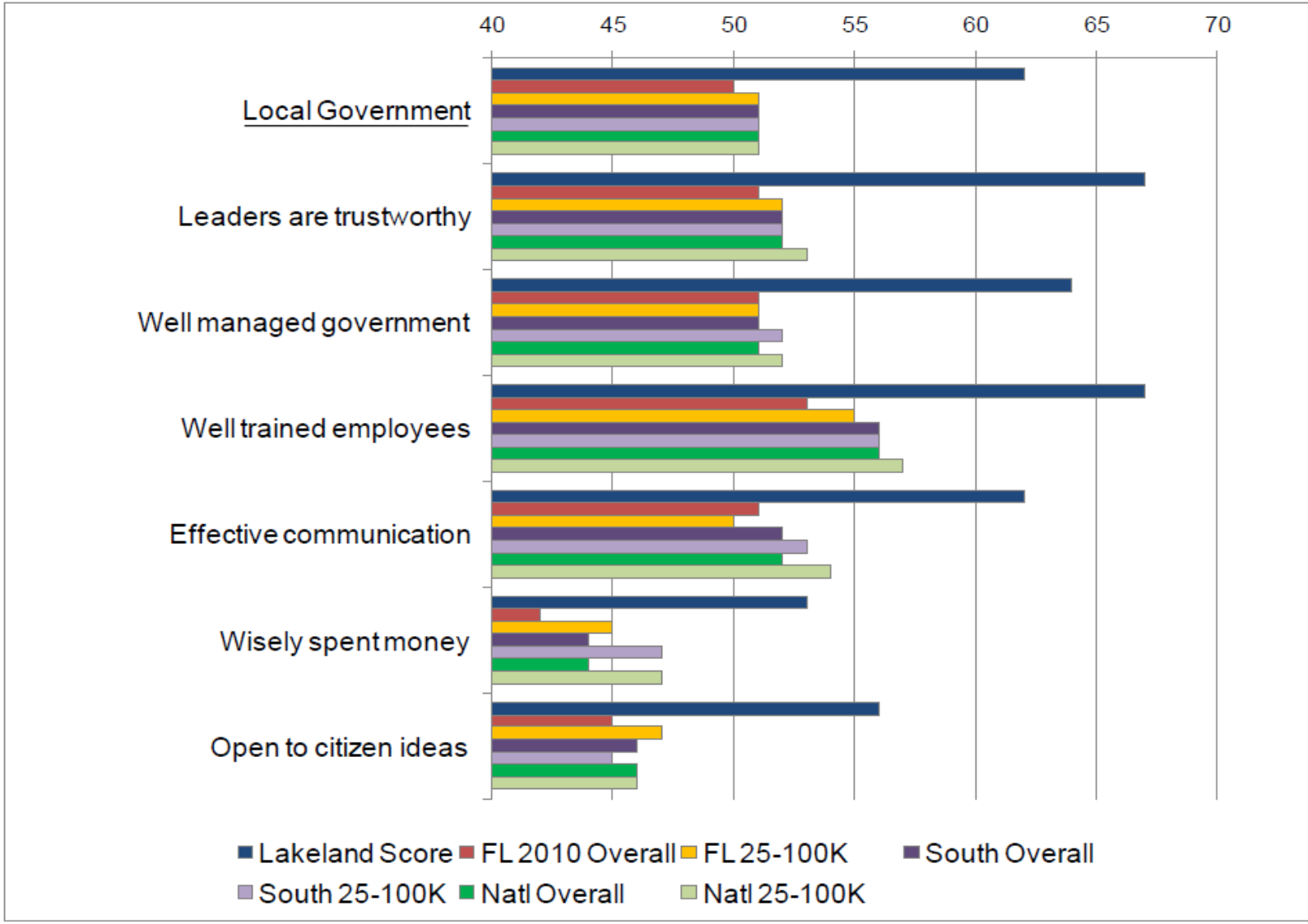
How We Came to This Moment; Decisions & Accountability; & The Way Forward

City Manager Doug Thomas

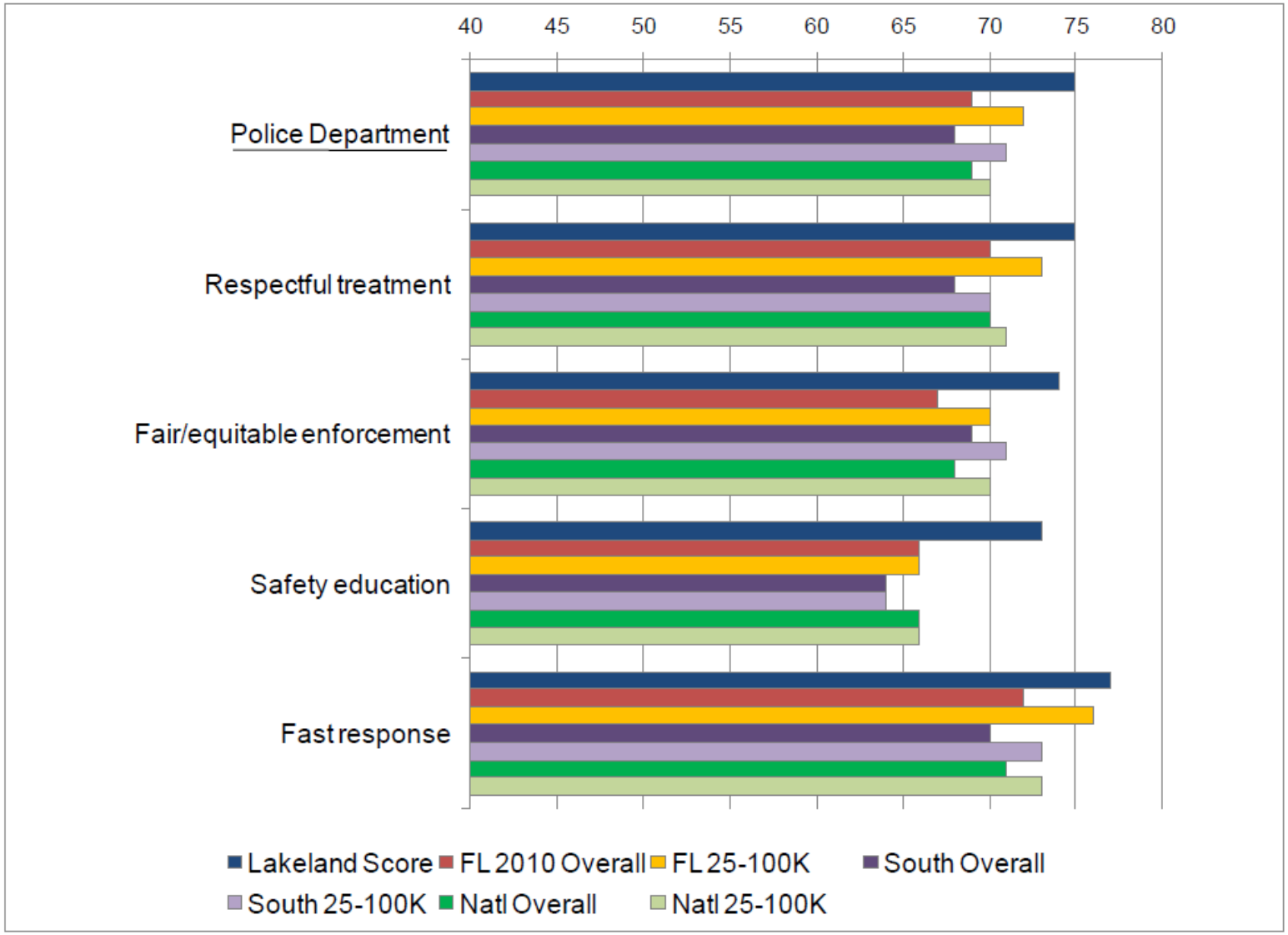
Police Chief Lisa Womack

September 11, 2013

Drivers of Satisfaction and Behavior:
Local Government



Drivers of Satisfaction and Behavior:
Police



How We Came to This Moment

Facts:

- LPD Sgt. Gary did the right thing - reported an incident that appeared to be improper
- Investigations conducted:
 - First by the LPD/City of Lakeland
 - Florida Department of Law Enforcement
 - State Attorney's Office
- Individuals have been held accountable for their transgressions
- And the public has been involved – Town Hall Meeting and LPAC

How We Came to This Moment

- Investigations followed the rules:
 - Adherence to POBR
 - Careful to protect innocent
 - Fair and balanced regarding measured discipline issued
- Individuals to blame
 - Lies, deceit and secrets
 - Hid truth from families, co-workers, supervisors and the people of Lakeland

Fair

Process

Measured

Truth

Accountability

Respect

Responsibility

Investigations & Accountability

- Most Internal Investigations completed:
 - 10 LPD & 1 LFD sworn officers terminated or resigned
 - 1 civilian employee terminated, 1 resigned under investigation and 2 received suspensions
 - 7 other LPD sworn officers received disciplinary actions involving reprimands and counseling
 - 5 employees alleged with improper conduct that was not substantiated following investigations

Investigations & Accountability

- **9/12/12** – Officer Stephen Sherman and Crime Analyst Sue Eberle administrative investigation Case File opened re: Without Walls Church Incident
- **1/18/13** – Pre-Disciplinary Hearing from Officer Steve Sherman – Recommended for termination for: Job Knowledge, Competency and Performance; Neglect of Duty; Conduct Unbecoming (2 cts); Unlawful Conduct; and Gratuities.
- **1/18/13** – Officer Steve Sherman resigns in lieu of termination.

City of LAKELAND

Investigations & Accountability

- **3/1/13** – Pre-Disciplinary Hearing with Crime Analyst Eberle – Recommendation for termination for: Untruthfulness; Conduct Unbecoming; and Required Conduct in Participation in an Investigation. Following the pre-disciplinary hearing, Ms. Eberle returned and informed the Police Chief about activity that went beyond what was investigated in the subject case. The LPD held off on taking official action on the pre-disciplinary hearing and she was directed to report to the Office of Professional Standards on March 5th to provide a detailed statement on her alleged activities.

City of LAKELAND

Investigations & Accountability

- **5/4/13** – Crime Analyst Tiffany Dwyer submits her resignation while under investigation.
- **5/11/13** – Detective Dan Jonas submits his resignation while under investigation.
- **6/3/13** – Sergeant Tony Lewis submits his resignation while under investigation.
- **7/12/13** – Captain John Thomason retires in lieu of termination following scheduling of Pre-Disciplinary Hearing with recommendation for termination for: Conduct Unbecoming; Member's Duty to Report Misconduct; and Neglect of Duty

City of LAKELAND

Investigations & Accountability

- **7/15/13** – Sergeant Felicia Wilson resigns in lieu of termination following Pre-Disciplinary Hearing on 7/12/13 in which termination was recommended for: Job Knowledge, Competency and Performance; Neglect of Duty; Untruthfulness; Interaction and Cooperation between Department Personnel; and Conduct Unbecoming
- **7/15/13** – Sergeant David Woolverton is terminated following Pre-Disciplinary Hearing on 7/11/13 in which termination was recommended for: Conduct Unbecoming; Member's Duty to Report Misconduct; and Neglect of Duty.
- **7/15/13** – Sergeant Russell Longaberger is terminated following Pre-Disciplinary Hearing on 7/11/13 in which termination was recommended for: Conduct Unbecoming; Member's Duty to Report Misconduct; and Neglect of Duty.

City of LAKELAND

Investigations & Accountability

- **7/16/13** – Lieutenant Albert Wilson resigns in lieu of termination following notice to schedule a Pre-Disciplinary Hearing in which termination was recommended for: Conduct Unbecoming; Member's Duty to Report Misconduct; and Neglect of Duty.
- **7/16/13** – Officer George Vidal resigns in lieu of termination, following notice to schedule a Pre-Disciplinary Hearing in which termination was recommended for: Conduct Unbecoming and Member's Duty to Report Misconduct.
- **8/1/13** – Fire Inspector David Bivens resigns in lieu of termination for the following policy violations: Unethical conduct; Conduct off duty that impacts the workplace; Willful neglect of performance duties; Falsification of employee work records and Making false claims of sick leave

City of LAKELAND

Investigations & Accountability

- **8/15/13** - Bryan Fluke, Maintenance Coordinator for Lakeland Electric, admitted to having a consensual relationship with Eberle which commenced in the mid-1990. While no inappropriate behavior took place at work or on City property, Fluke violated City email policy and he was untruthful in the investigation for which he received a 3-day suspension without pay.
- **8/15/13** - Jose Diez, Information Technology Support Analyst III, admitted to inappropriate conduct of a sexual nature (consensual grope) with former LPD Crime Analyst Tiffany Dwyer outside a break room at the Lakeland Police Department. The conduct was inappropriate and a violation of City policy for which he received a 3-day suspension without pay..

City of LAKELAND

Investigations & Accountability

- **8/15/13 -** Detective Ricky Gries resigns in lieu of termination. Termination was recommended for: Conduct Unbecoming, Member's Duty to Report Misconduct , Neglect of Duty and Untruthfulness.
- **9/11/13** – Disciplinary actions involving eight LPD employees to be reviewed by Chief Womack.

Police Chief Womack Update

Open Investigations

- Traffic Stop / Search
 - Under FBI Review
 - Training assessment and FTO analysis complete
 - Policy updates being completed
 - Training plans under development

- Court Testimony / DUI Reports
 - Supervisor review of all cases set for court
 - Internal preparation for court testimony and Officer contact with SAO
 - DUI Case Audit complete
 - Design of DUI Report Complete
 - Training plans under development

City of LAKELAND

Open Investigations

- Investigations and Report Writing
 - Supervisor review of investigations
 - Implementation of Evening Shift Detectives
 - Design of a report format and template
 - Report writing training
 - Emphasis on completion of detailed reports and supplements

Investigations & Accountability

September 11, 2013 - Finalized Discipline (Case 13-006)

- **Sergeant Ron Bowling Jr.**
 - Sustained *Member's Duty to Report* – Written Reprimand
- **Sergeant Bryan McNabb**
 - Sustained *Member's Duty to Report* - Counseling
- **Officer Kevin Shiver**
 - Sustained *Conduct Unbecoming* - Counseling
- **Officer Will Long**
 - Sustained *Conduct Unbecoming* – Written Reprimand

Investigations & Accountability

September 11, 2013 - Finalized Discipline (Case 13-006)

- **Officer Ian Kendrick**
 - Sustained *Conduct Unbecoming* – Written Reprimand
- **Officer Scott Hutton**
 - Counseling and Re-Training
- **Officer Adrian Rodriguez**
 - Counseling and Re-Training

- **Crime Analyst Sue Eberle (Case 12-025)**
 - Sustained *Conduct Unbecoming, Untruthfulness, Required Conduct and Cooperation in an Investigation* - Termination

What Was Learned from the Workplace Misconduct Case Investigation?

- Interactions occurred over time
- Interactions described by all as starting as “friendly” or “flirtatious” and progressing to sexual in nature
- Interactions were believed to be “private” between individuals and not in group settings
- Most thought they “were the only one” and claimed to unaware of others involved

What Was Learned from the Workplace Misconduct Case Investigation?

- Most involved were married and were hiding interactions from their spouses and others through deception
- Interactions looked upon as “personal” and not “work-related”
- Those select few who knew some aspects of this situation chose not to be involved

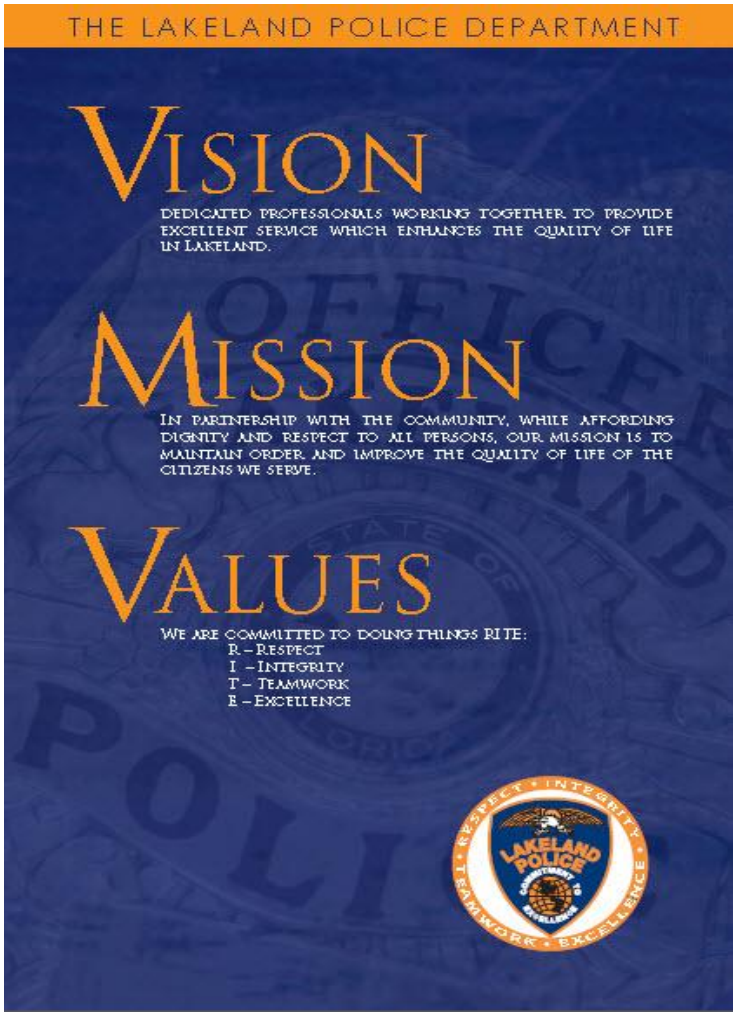
What's Been Done in LPD To Date?

- Complete and thorough investigation into all allegations
- Complete review of findings to date
- Appropriate discipline for sustained acts of misconduct

What's Been Done in LPD To Date?

- *Code of Ethics* reminders
- Communication regarding Standards of Conduct
- Departmental Meeting, Supervisor Meeting & Employee Meeting to discuss issues

LPD Values



Values

R – Respect

I – Integrity

T – Teamwork

E – Excellence

City of LAKELAND

Going Forward - LPD

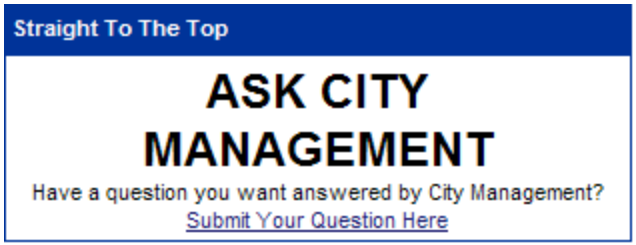
- Employee Task Force to conduct an LPD *Values Check*
 - Officers, employees, and first line supervisors will design and implement a Department-Wide "*Values Check*"
 - Task Force will also make recommendations for ensuring open communication and addressing any negative internal "culture" concerns
 - Further Actions will be developed based on the outcome of the Task Force and information obtained from the Values and Culture survey recommended by the LPAC

Going Forward - LPD

- Implement Annual LPD*Values-Based* Training:
 - Topics will include:
 - LPD *Values* discussion
 - Interaction and Personal Relationships in the Workplace
 - Ethics
 - Leadership
 - Full participation in all City-Wide initiatives

What's Been Done To Date?





- *"Ask City Management"* was launched in June 2007 on the City's Internal Website *Insite* to encourage confidential reporting of concerns by employees
- Since its inception, over 1,100 inquiries have been answered and we average over 250 inquiries annually

City of LAKELAND

What's Been Done To Date?

- Organization Communication Advisory Team (OCAT) formed in 2006 with representatives from each City Department to develop City *Values* Statements

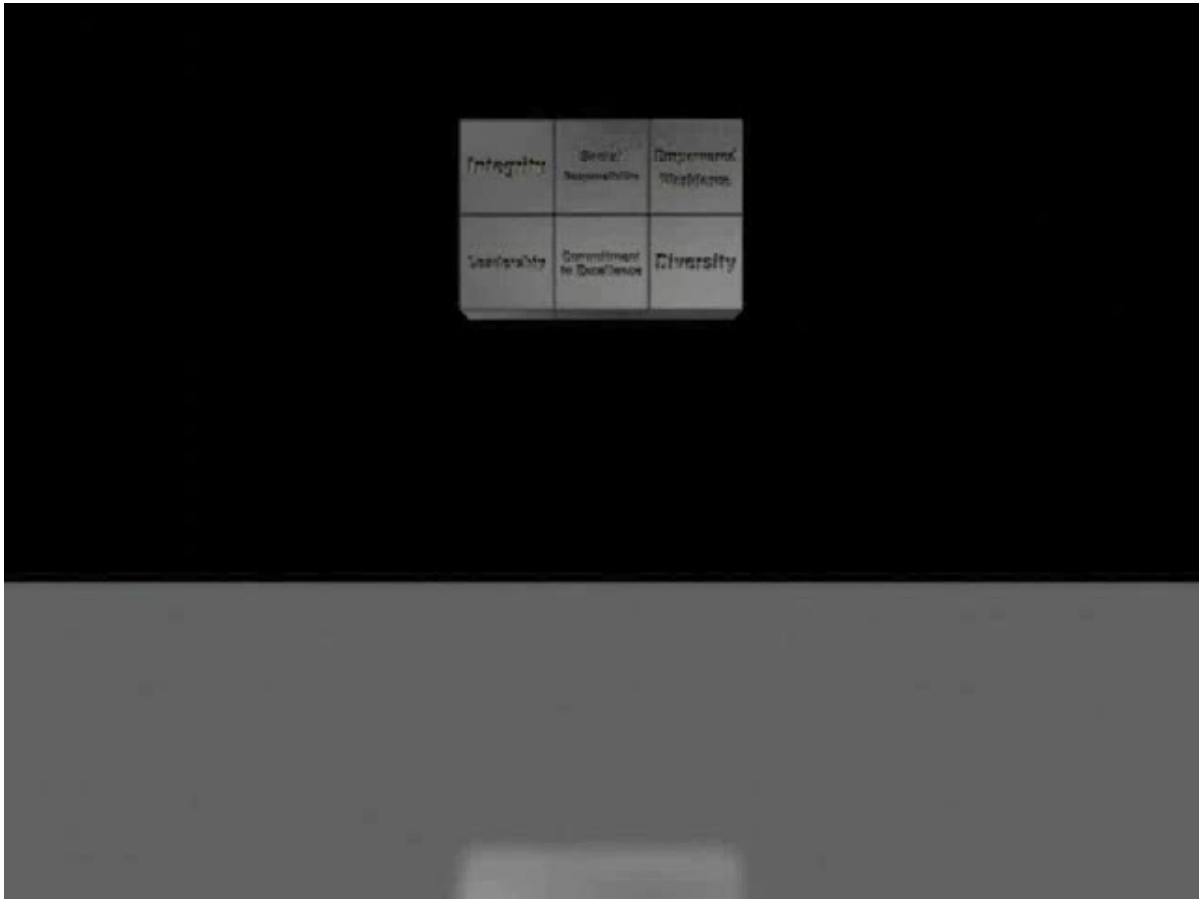
What's Been Done To Date?

- OCAT Charge:
 - Develop and recommend organizational Values
 - Communicate the action steps chosen to help bridge the gaps between performance perceptions and performance goals
 - Assist in developing a culture of performance excellence that will foster employee learning, motivation, well-being and satisfaction among various operating teams within the organization

- **Leadership** - *We will lead by example, learn from the past, provide direction for the present, and plan for the future*
- **Commitment to Excellence** - *We will achieve measurable success and continuous improvement through investment of resources, accountability, and high expectations for quality*
- **Diversity** - *We will utilize our differences to encourage participation, opportunity, equality, respect, and responsiveness to our community*
- **Integrity** - *We will conduct ourselves in an honest and ethical manner to earn the trust of employees and citizens*
- **Social Responsibility** - *We will enhance the quality of life for all citizens through partnerships and programs that embrace cultural diversity, safety and community involvement*
- **Empowered Workforce** - *We will cultivate a work environment which offers employees the authority to act through supportive leadership, mutual respect, trust, personal responsibility, and open communication*

City of LAKELAND

Values Expressed in our Own Words



Values In Progress Awards

Fiscal Year	# of Total Awards Presented
2009	190
2010	238
2011	363
2012	304
2013 YTD	366

What's Been Done To Date?

- Transparency:
 - Public Records training for front line personnel completed. Annual updates to be provided, including supervisors where appropriate
 - LPD Micro Site providing regularly updated detailed access to information and reports
 - Adoption of consolidated Public Records Processing Policy to ensure consistency
 - Judge Campbell's Independent Report re: LPD Public Records Procedures

The Way Forward

- As LPAC has suggested, we will engage a qualified firm to design & conduct an employee survey to gauge City-Wide organizational culture and values
- Executive Leadership to develop specific measurements to ensure that the elevation of our *Values* through the following actions is at the forefront of every employee to ensure they form the basis of our decisions and actions

The Way Forward

- Emphasize City Values on regular basis through value-based training. Reinforce that our *Values* reflect what it means to be a City employee and our expectations of our actions

The Way Forward

- All employees to sign statement pledging to commit to the City *Values*
- Adoption of City-Wide Fraternization Policy
- Adoption of City-Wide Duty to Report Policy
- All General Employee internal investigations to be led by Human Resources, with direct reporting responsibilities of Investigators to City Manager's Office to ensure objectivity

The Way Forward

- All employees to sign statement pledging to commit to the City *Values*
 - Employee PPR's to evaluate employee's demonstrated actions in support of such
 - Track employees from initial hire through retirement/separation from City

The Way Forward

- New City U SupervisorU to reinforce *Values* expectations with all supervisors and require monthly discussions with their team
- “Lessons Learned” from the current situation to drive home consequences of inappropriate workplace behavior

The Way Forward

- New City U SupervisorU to reinforce *Values* expectations with all supervisors and require monthly discussions with subordinates
 - Track and document monthly meetings and attendance
 - Require employees to attend training session regarding workplace behavior
 - Document attendance and adherence to training outcomes. Update as required due to new hires and turnover

The Way Forward

- Lessons learned from the current situation as to drive home consequences of inappropriate workplace behavior:
 - Don't mistake the impact of the fact that employees who have abused the trust of their Departments and the community they serve have been held accountable for their actions.
 - That is a powerful message to the rank and file about the expectations of the City leadership and the organization as a whole and our commitment to our organizational *Values*

The Way Forward

- Enhanced Transparency:
 - Targeted use of social media to drive interest to City's Website for availability of reports and detailed information
 - City-Wide organizational expectation of releasing more information faster
 - Seek regular feedback from stakeholders including media outlets to gauge our progress
 - New technology, including Police Record Management System and Public Records tracking software

The Way Forward

- Lastly, we will consider requesting the Mayor & City Commission to re-call the LPAC in approximately one year to review the progress we have made and to ensure continued public involvement in the assessment on how well we have achieved elevated standards of accountability, transparency and exemplary behavior and leadership of our employees and operations

Closing Comments
&
Questions